

15 December 1980

MEMORANDUM FOR: CIA Transition Team

FROM: Ed Rowny

SUBJECT: Priority Issues: 22 December Report

1. Based on your inputs, the following issues need to be addressed in the 22 December Final Report of the CIA Transition Team.

2. Please devote your primary efforts to preparing your assigned issue paper(s) for me not later than 1600, Thursday, 18 December. The format is attached. Papers should be double-spaced, "bulletized" and brief (no more than 4 to 6 double-spaced pages per issue).

3. Short-range issues are those facing the DCI and/or President before 1 May 1980; long-term issues are those requiring considerable monies or infrastructure development. The options I have specified are the minimum to be considered. I would like other options you have in mind discussed with me prior to 0900, Tuesday, 16 December.

4. Persons designated in Tab A will have the responsibility for drafting the issue paper. Other team members, consultants and advisors may submit additional or dissenting views to the person responsible for the issue paper. Such additions or views will be identified as to author. In no case will the entire issue paper be longer than six double-spaced pages.

5. We will brief Casey at 1330, Tuesday, 16 December, on the 8 December report. Time permitting, we will seek guidance from him on what he expects of each of you to include in the 22 December report.


Edward L. Rowny

Attachments:

- A. Assignments
- B. Issues/Options
- C. Format

Tab A

Assignments

IC + CIA

I. Role of DCI — *Organization*

Short Run: Pforzheimer
Long Run: Codevilla

II. ~~Organization/Reorganization~~ *analysis*

Short Run: Carver
Long Run: Godson

III. Budget

Short Run: Schneider
Long Run: Herbst

IV. Satellite Coverage

Short Run: Herbst
Long Run: Silverstein

V. Personnel

Short Run: Codevilla
Long Run: Carver

VI. HUMINT

Short Run: Bross
Long Run: deGraffenreid

VII. Special Tasks

Short Run: Godson
Long Run: ~~Bross~~ *Silverstein*

VIII. Legislation

Short Run: deGraffenreid
Long Run: Pforzheimer

IX. Executive Orders

Short Run: Pforzheimer
Long Run: Schneider

Tab B

Issues

I. Role of the DCI: Consider position, relationships, fiscal responsibilities, IG, tasking authority, Congressional relations.

Short Run: Pforzheimer
Long Run: Codevilla

Options:

1. DCI as an Intelligence Czar with directive authority over budget formulation, defense, presentation, reprogramming and allocations, and taskings; coordinative authority over analysis and estimates; buys satellite services from DoD (or NASA in case of shuttle). Also Director, CIA.

2. DCI as coordinator of intelligence activities, budget and taskings. Also Director, CIA.

3. DCI as coordinator but each agency (CIA, DoD, NSA, DIA, USAF, US Navy, Treasury, Justice, Energy, and FBI) prepares, submits, defends and reprograms; each does own analysis, tasking, management. Also Director, CIA.

4. Presidential Assistant - Intelligence (a role similar to Assistant to President for National Security Affairs). Implies PA-I is not Director of CIA and that separate clandestine service and separate counterintelligence services. (Similar to S.2929 proposals.)

5. Director, CIA possibly with a separate clandestine service and with APNSA serving as intelligence advisor to President.

II. Organization/Reorganization: Consider effect on operations and analysis, morale, timing, Congressional, political factors, and symbolism.

Short Run: Carver

Options:

1. A moratorium on reorganization thinking.

2. Establish DCI-Designate Study Group to consider options.

3. Move now to begin reorganization ASAP - o/a 20 January - 20 April.

4. Announce plans now to reorganize ASAP.

Long Run: Godson

If Options 2, 3, and 4, then what possible IC and CIA internal reorganizations?

III. Budget:

Short Run: Schneider

FY 81 NFIP Supplementals: Issue leader - Mark Schneider. How to cope with, defend, expand, reprogram. Options unknown.

FY 82 NFIP: How to cope with President Carter's FY 82 NFIP, especially if austere, balanced, or reduced in comparison to FY 81. Options unknown.

Long Run: Herbst

FY 83-86 NFIP:

Options:

1. More money for intelligence to include amounts, proportions, results for dollars.
2. Monies to keep pace with inflation.
3. An austere budget.
4. A savings budget. Identify areas of waste or areas for budget cuts.

IV. Satellite Coverage:

Short Run: Herbst

Quick Fixes: Options unknown.

Shuttle Backup: Options unknown.

Failure Replacements: Options unknown.

Coverage Gaps: Options unknown.

Long Run: Silverstein

Long-Run Remedies:

V. Personnel:

Short Run: Codevilla

Changes in Senior Policy Positions:

Options:

1. A moratorium on changes.
2. Repose confidence in senior officials until demonstrated otherwise.
3. Ask for selected resignations effective 20 January.

Grade Structure: If grade structure encourages analysts to become managers, how to encourage an analysis career field.

Options: Unknown

Excessive Turnover: Options unknown.

Hiring Freeze: Options unknown.

Long Run: Carver

A Counterintelligence Career Field: Options unknown.

Recruiting: Options unknown.

Improving Professional Development: Options unknown.

Improving ~~Long Range~~ Skills: Options unknown.

Institutional Reforms: Options unknown.

VI. Human Intelligence Activities: *Language*

Short Run: Bross

Rebuilding a Covert Action Staff: Options unknown.

Counterintelligence: Options unknown.

Enhancing Human Collection: Options unknown.

Morale in the Clandestine Services: Options unknown.

Improving Cover and NOC: Options unknown.

Concealment and Deception: Options unknown.

Long Run: deGraffenreid

Same as above

VII. Special Tasks:

Short Run: Godson

APEX:

Options:

1. Revoke
2. Retain
3. Strengthen APEX-type controls
4. Loosen APEX-type controls

Improving Friendly Service Cooperation: Options unknown.

Long Run: Silverstein

Improving CIA Communications: Options unknown.

Improving CIA Logistics: Options unknown.

VIII. Legislation:

Short Run: deGraffenreid

Legislative Packages for Reagan Administration: Options unknown.

Legislation Initiatives: Options unknown.

Legislation and Reorganization: Options unknown.

Timing:

Options:

1. Support S.2929
2. DCI study S.2929, makes recommendation.
3. -----

Long Run: Pforzheimer

Legislative packages and needs for 1981-1985:

IX. Executive Orders:

Short Run: Pforzheimer

Sketch out EOs for President Reagan for various reorganization, role of DCI, etc. options.

Long Run: Schneider

(FORMAT - EXAMPLE)

(FORMAT - EXAMPLE)

ISSUE PAPER

Subject: _____ (Date)

Summary of Issue: Concisely and crisply describe the issue, problem, crisis, the issue to be decided. The summary should place the issue in a policy context.

Analysis of Issue: Discuss the factors bearing on the issue, the background and policy context.

Evaluation of Options: Description and evaluation of the options available, including discussions of policy ramifications for each option. Pros and cons with one sentence, bulletized, for each pro or con. (Number each option.)

Recommendation(s): Indicate minority views.

Attachments:

1. --

2. --

Drafted by: CIA Transition Team
(Name)
(Date)
(Phone number)

Contributions by: